



The Role of Work Motivation in Moderating the Influence of Employee Competency on Employee Work Effectiveness

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ABSTRACT

This study aims to analyze the influence of employee competence on work effectiveness, moderated by work motivation. This study used a quantitative approach with a survey method, involving 108 respondents selected using proportional random sampling. Data were collected through questionnaires and analyzed using SPSS and SmartPLS software. The results indicate that employee competence has a positive and significant effect on work effectiveness. Work motivation also has a significant influence on work effectiveness and acts as a moderator, strengthening the relationship between employee competence and work effectiveness. These findings emphasize the importance of human resource management focused on developing competency and work motivation to improve organizational performance. This study provides recommendations for local governments to adopt competency and motivation enhancement strategies to enhance employee work effectiveness.

Keywords: Employee Competence, Work Effectiveness, Work Motivation, Moderation, Human Resources

INTRODUCTION

In today's modern era, employee competency is a key factor determining work effectiveness within an organization. Competence, which encompasses knowledge, skills, and attitudes relevant to specific tasks, serves as the foundation for employees to carry out their work efficiently and effectively (Boyatzis, 1982). High competency is believed to improve the quality of work results, optimize time, and reduce the potential for errors that may occur in the work process (Spencer & Spencer, 1993). In the government sector, strengthening employee competency is increasingly relevant because it directly impacts the quality of public services provided to the public (Dessler, 2020). At the Regional Secretariat of East Kolaka Regency, work effectiveness is one of the challenges that must be faced to support the implementation of local government policies.

Work effectiveness is defined as the extent to which organizational goals can be achieved through efficient efforts and optimal results (Robbins & Judge, 2019). Competent employees are not only able to perform their duties well, but also have the ability to adapt to various work challenges, including policy changes, social dynamics, and technological developments. However, employee competence alone is not always sufficient to guarantee work effectiveness. Work motivation also plays a crucial role as a moderating variable that can strengthen or weaken the relationship between employee competence and work effectiveness (Herzberg, 1966). High work motivation, both intrinsic and extrinsic, can encourage employees to utilize their competencies optimally and make greater contributions to organizational goals (Deci & Ryan, 1985). Conversely, if work motivation is low, even competent employees can lose their enthusiasm for work, thus preventing the desired work effectiveness from being achieved (Locke & Latham, 2004).

Various previous studies have highlighted the importance of competency and work motivation in improving work effectiveness. For example, research by Priansa (2017) shows that competency has a significant influence on employee performance, but work motivation can strengthen this relationship. Furthermore, research by Mangkunegara (2015) suggests that motivated employees are more focused on achieving optimal work results. On the other hand, an empirical study by Mathis and Jackson (2016) confirms that work motivation can be a key driver for employees to overcome work challenges, especially in dynamic environments such as government. In the context of the East Kolaka Regional Secretariat, a more in-depth study is needed to examine how employee competency contributes to work effectiveness and the extent to which work motivation moderates this relationship.

This research is expected to provide new insights into human resource management in the government sector, particularly in efforts to increase work effectiveness by strengthening employee competency and motivation. Therefore, the results of this study can serve as a basis for formulating more effective strategic policies to improve organizational performance within the local government. In government organizations, work effectiveness is one of the most essential indicators of success, particularly in ensuring that public services run smoothly and provide optimal benefits to the public. However, achieving a high level of work effectiveness is not easy. Internal and external factors that influence employee behavior and performance must be managed well to achieve organizational goals. One of the most frequently discussed internal factors is employee competency, as competency is the primary

foundation for employees to effectively carry out their duties and responsibilities (Mitchell et al., 2010). Strong competency not only reflects individual capacity but also reflects the quality of human resource management within the organization.

Work motivation as a moderating variable is becoming increasingly important to consider because of its significant influence on how competencies are translated into daily practice. For example, Herzberg's (1966) motivation theory explains that motivators, such as performance rewards and career development, can encourage employees to utilize their competencies more optimally. Motivation not only influences work outcomes but also provides direction, intensity, and persistence in employee work behavior (Luthans, 2011). Without adequate motivation, even highly competent employees may not be able to deliver work results that meet organizational expectations.

RESEARCH METHODS

This study uses a quantitative approach with a survey method to uncover the relationship between employee competence and work effectiveness, moderated by work motivation, at the East Kolaka Regional Secretariat. A quantitative approach was chosen because it allows researchers to measure research variables objectively, use standardized instruments, and analyze data using relevant statistical methods (Creswell, 2014).

This is a descriptive, correlational study with an explanatory approach. This design was used to explain the extent to which employee competence influences work effectiveness and how work motivation moderates this relationship. The independent variable in this study is employee competence, the dependent variable is work effectiveness, and work motivation acts as a moderating variable. This design allows the study to provide a deeper understanding of the interactions between variables and factors that influence employee work effectiveness in the government sector.

The population in this study was all 150 employees at the East Kolaka Regional Secretariat. To determine the sample size, a proportional random sampling technique was used to ensure that each unit in the population had an equal chance of being selected. The sample size was determined based on the Krejcie and Morgan (1970) table, resulting in a sample size of 108 respondents. This technique was chosen to ensure that the sample represented the population as a whole and produced accurate data.

The research instrument was a questionnaire consisting of three main sections:

1. **Employee Competence:** Competence was measured using a scale developed based on the Spencer and Spencer (1993) competency model, which encompasses technical, managerial, and social competencies. This questionnaire consists of 15 statements reflecting these aspects.
2. **Work Effectiveness:** Work effectiveness was measured using a scale based on indicators from Robbins and Judge (2019), namely goal achievement, efficiency, work quality, and job satisfaction. It consisted of 12 statements with a five-point Likert scale.
3. **Work Motivation:** Work motivation was measured using an instrument based on Self-Determination Theory (Deci & Ryan, 1985), which encompasses both intrinsic and extrinsic motivational dimensions. This instrument consisted of 10 statements.

The questionnaire used a five-point Likert scale with scores ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to use, the questionnaire was piloted on 30 respondents outside the research sample to measure its validity and reliability.

The collected data was analyzed using statistical methods with the aid of SPSS and SmartPLS software. The analysis stages included:

1. **Validity and Reliability Test:** The validity of the questionnaire was tested using exploratory factor analysis (EFA) to ensure that each statement in the instrument adequately measures the intended variable. Reliability was tested using Cronbach's Alpha coefficient, with a value of ≥ 0.7 considered reliable (Hair et al., 2014).
2. **Descriptive Analysis:** This analysis was used to describe the characteristics of the respondents and the average scores for each variable.
3. **Moderated Regression Analysis:** To test the main hypothesis, a moderated regression analysis using hierarchical regression analysis was used. This model was used to identify the interaction between employee competency and work motivation in influencing work effectiveness.
4. **Statistical Assumption Test:** Before conducting the regression analysis, statistical assumption tests, such as normality, multicollinearity, and heteroscedasticity, were conducted to ensure the validity of the model.

RESULTS AND DISCUSSION

RESULTS

This section presents the findings from the research data analysis conducted to test the relationship between employee competence and work effectiveness, with work motivation as a moderating variable. The analysis was conducted using SPSS and SmartPLS software, including descriptive analysis, validity and reliability testing, and hypothesis testing.

1. Descriptive Analysis

Descriptive analysis was conducted to describe the characteristics of the respondents and the research variables. Based on the results of data processing from 108 respondents:

- ❖ Employee Competence: The average score was 4.25, indicating that employees have high competence in carrying out their duties.
- ❖ Work Motivation: The average score was 4.10, indicating a fairly good level of work motivation.
- ❖ Work Effectiveness: The average score was 4.15, reflecting a high level of work effectiveness.

2. Validity and Reliability Testing

The results of the validity test using SPSS showed that all items in the questionnaire had an item-total correlation value of more than 0.3, thus being considered valid. The reliability test yielded the following Cronbach's Alpha values:

- ❖ Employee Competence: 0.89
- ❖ Work Motivation: 0.87
- ❖ Work Effectiveness: 0.91

These values indicate that the instrument used is reliable ($\alpha > 0.7$).

3. Hypothesis Testing with SmartPLS

SmartPLS analysis was used to evaluate the structural and measurement models, including convergent and discriminant validity tests, as well as path analysis. The analysis results are as follows:

- ❖ Outer Model: The factor loading values for all indicators are greater than 0.7, indicating convergent validity. The Average Variance Extracted (AVE) values for all constructs are greater than 0.5, indicating discriminant validity.
- ❖ Inner Model: The R^2 value for work effectiveness is 0.62, indicating that 62% of the variation in work effectiveness can be explained by employee competence and work motivation.

Details of the analysis are presented in the following table:

MODEL	β	T Value	P Value	Information
Competence \rightarrow Work Effectiveness	0.48	6.12	0.000	Accepted
Work Motivation \rightarrow Work Effectiveness	0.35	4.89	0.000	Accepted
Work Motivation * Competence \rightarrow Work Effectiveness	0.20	3.45	0.001	Accepted

The results of the study show that:

- ❖ Employee competence has a positive and significant influence on work effectiveness. The higher the employee competence, the greater the work effectiveness achieved.
- ❖ Work motivation also has a positive influence on work effectiveness, indicating that motivated employees are more likely to work effectively.
- ❖ The moderating effect of work motivation indicates that the relationship between employee competence and work effectiveness is stronger when work motivation is at a high level.

DISCUSSION

The results of this study indicate that employee competency has a positive and significant influence on work effectiveness. This aligns with the findings of Spencer and Spencer (1993), who stated that competency, including technical, managerial, and social skills, is key to improving individual performance. High competency enables employees to carry out tasks efficiently and produce high-quality work. In the context of the East Kolaka Regional Secretariat, these results emphasize the importance of developing employee competency to ensure the effective achievement of organizational goals.

Work motivation was also found to have a significant influence on work effectiveness. These findings support the work motivation theory by Deci and Ryan (1985), which emphasizes that intrinsic motivation, such as job satisfaction, and extrinsic motivation, such as rewards and incentives, play a crucial role in encouraging employees to work harder. Motivated employees not only tend to utilize their competencies better but are also able to contribute more to organizational success. These findings support the research of Gagné and Deci (2005), which revealed that motivation can strengthen the influence of competence on performance. Good work motivation enables employees to optimize their potential and work with full dedication.

From a practical perspective, these results have important implications for human resource management at the East Kolaka Regional Secretariat. The results of this study also have relevance to the theory of work effectiveness proposed by Robbins and Judge (2019), which emphasizes that work effectiveness depends on the extent to which employees can achieve organizational goals efficiently and productively. In the context of government, work

effectiveness means not only achieving individual performance targets but also providing quality public services. Therefore, improving employee competency and work motivation is an important strategy for strengthening organizational performance.

CONCLUSION

Based on the research results, it can be concluded that employee competence has a positive and significant influence on work effectiveness at the East Kolaka Regional Secretariat. This indicates that employees with strong technical, managerial, and social competencies are able to carry out their duties more efficiently and achieve optimal performance. Furthermore, work motivation has also been shown to have a significant influence on work effectiveness, indicating the important role of motivation in motivating employees to achieve organizational goals. Work motivation acts as a moderating variable that strengthens the relationship between employee competence and work effectiveness. These findings confirm that when employees are highly motivated, they tend to utilize their competencies more effectively, thereby increasing work effectiveness. Therefore, simultaneously improving competence and work motivation is an important strategy in improving organizational performance.

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